

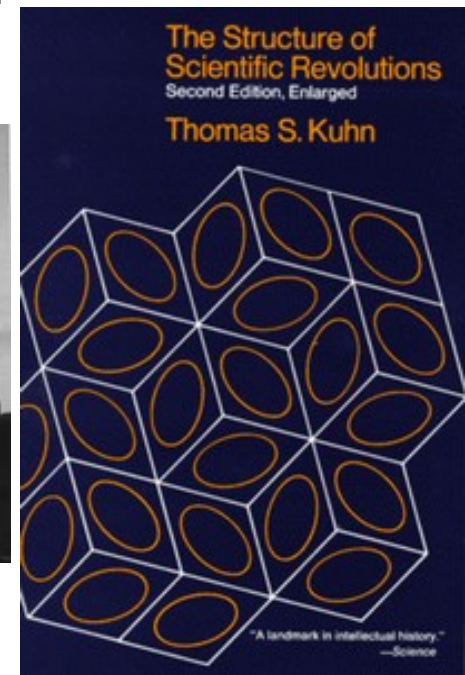
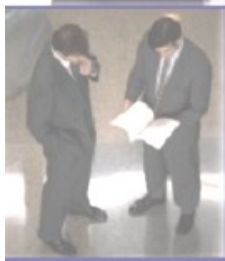
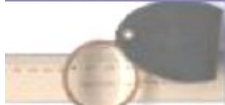
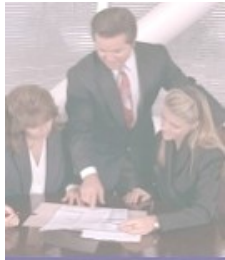


Management of a Safety Health & Environment Program

10 Key Paradigm Shifts
necessary for success in the
2000s

What is a Paradigm Shift ?

- Paradigm One that serves as a pattern or model. A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality for the community that shares them, especially in an intellectual discipline.
- Paradigm Shift Paradigm Shift is a change from one way of thinking to another. It's a revolution, a transformation, a sort of metamorphosis. It just does not happen, but rather it is driven by agents of change.





Paradigm Shift # 1

From;

- Safety Separatism

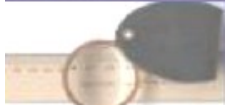
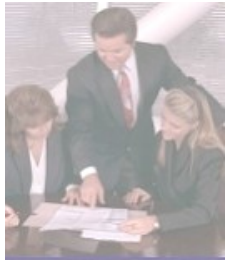


TO;

- Functional integration of Management C



Integration



A “SYSTEM” APPROACH

Four elements of a effective working system



- People
- Property
- Processes
- Environment

People

**Supplier
s**

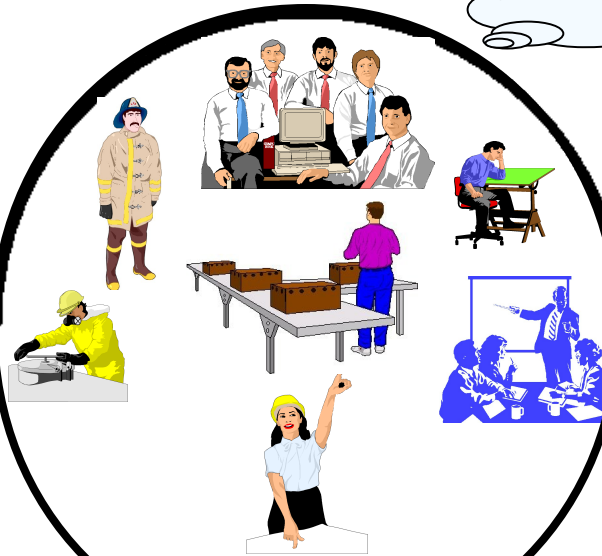
Visitors

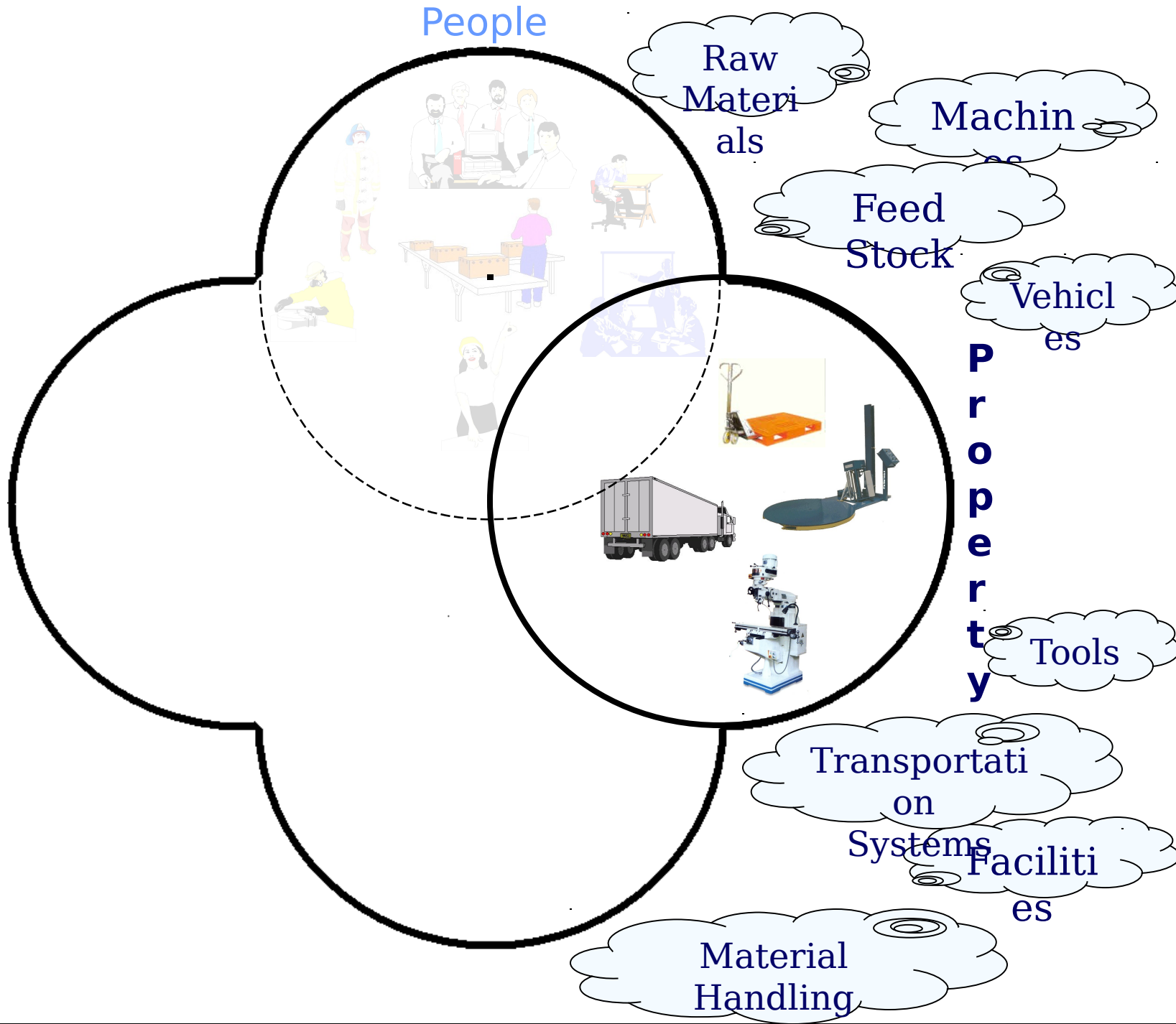
**The
Public**

**Employee
es**

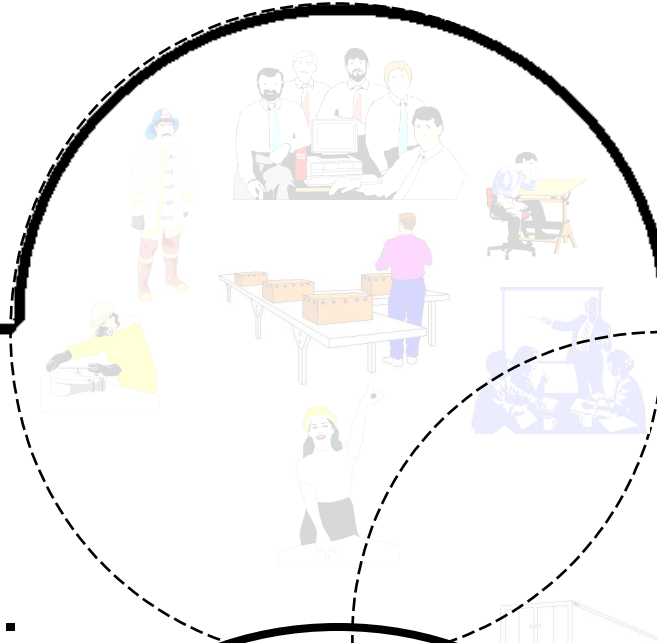
**Contract
ors**

**Contract
Workers**





People



Property



Equipment

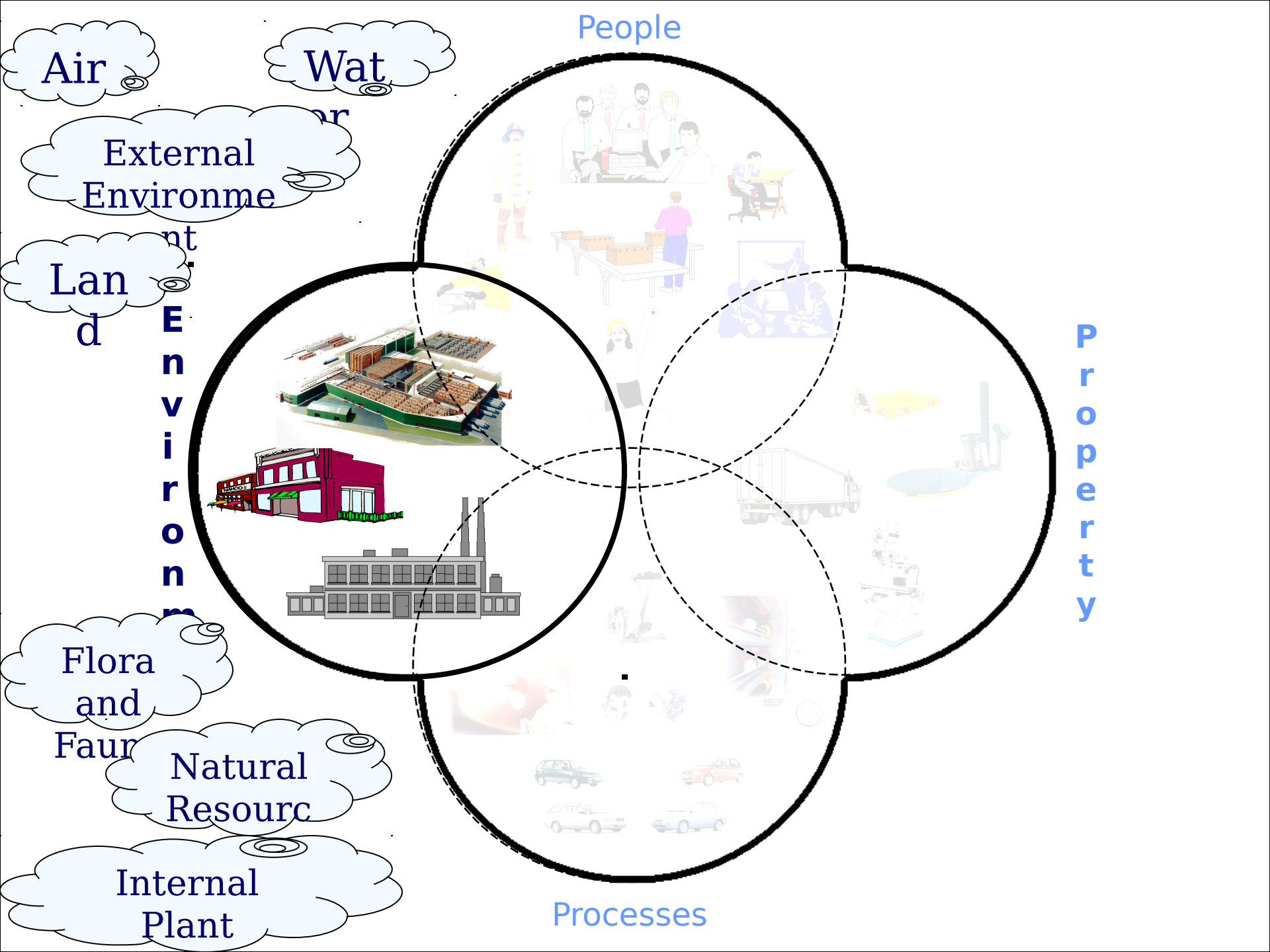
Material Movement

Environment

Production Processes

WIP

Processes



People

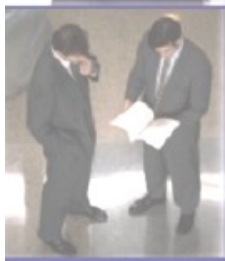
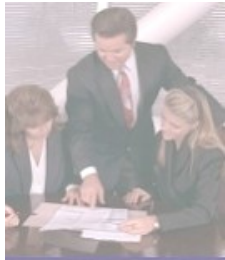
Environment

Property

Process

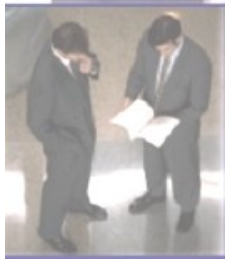
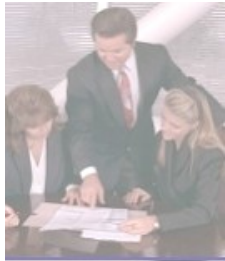
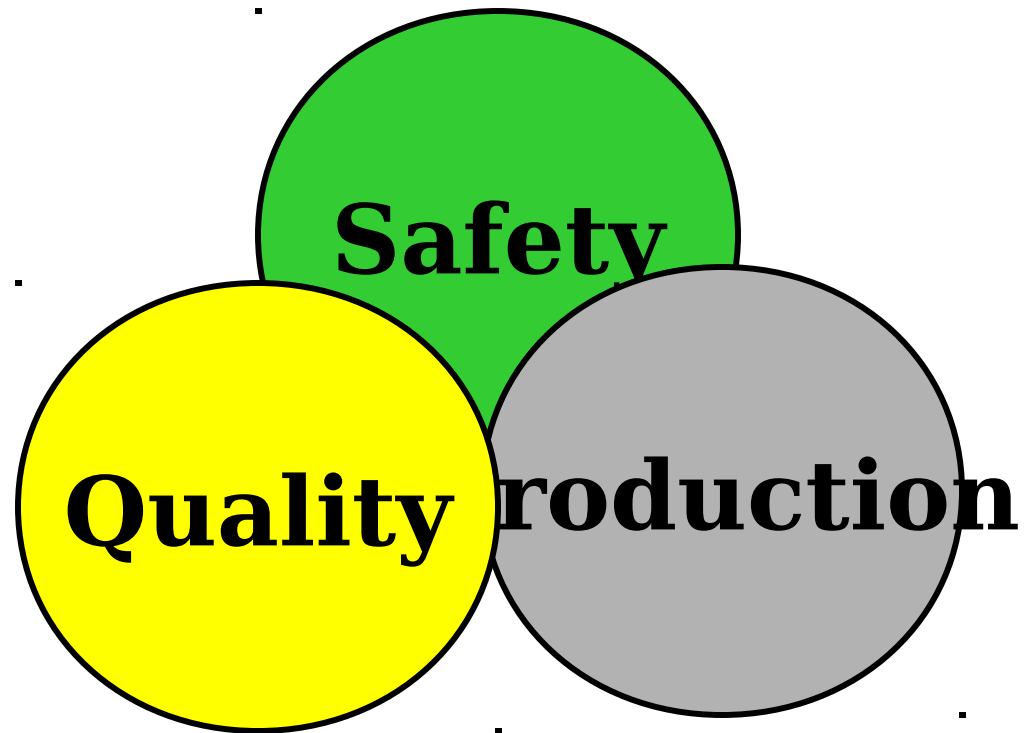


A truly effective systems approach needs to a





Safety, Quality, Production as interdependent goals





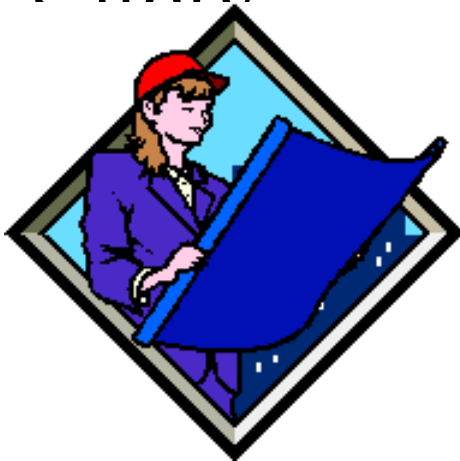
Paradigm Shift # 2

From;

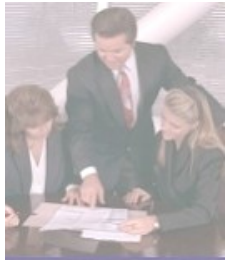


To;

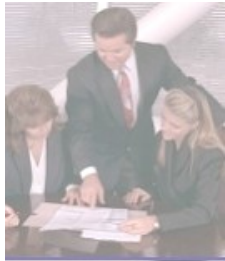
- The Staff Safety specialist is responsible for safety



- Line Management is responsible for safety



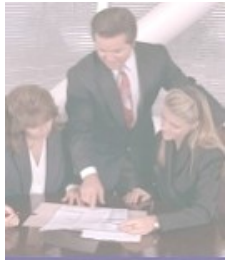
Who is responsible for what?





Who is responsible for what?

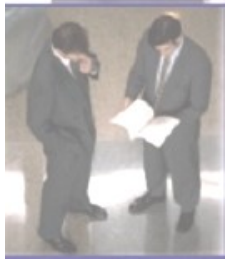
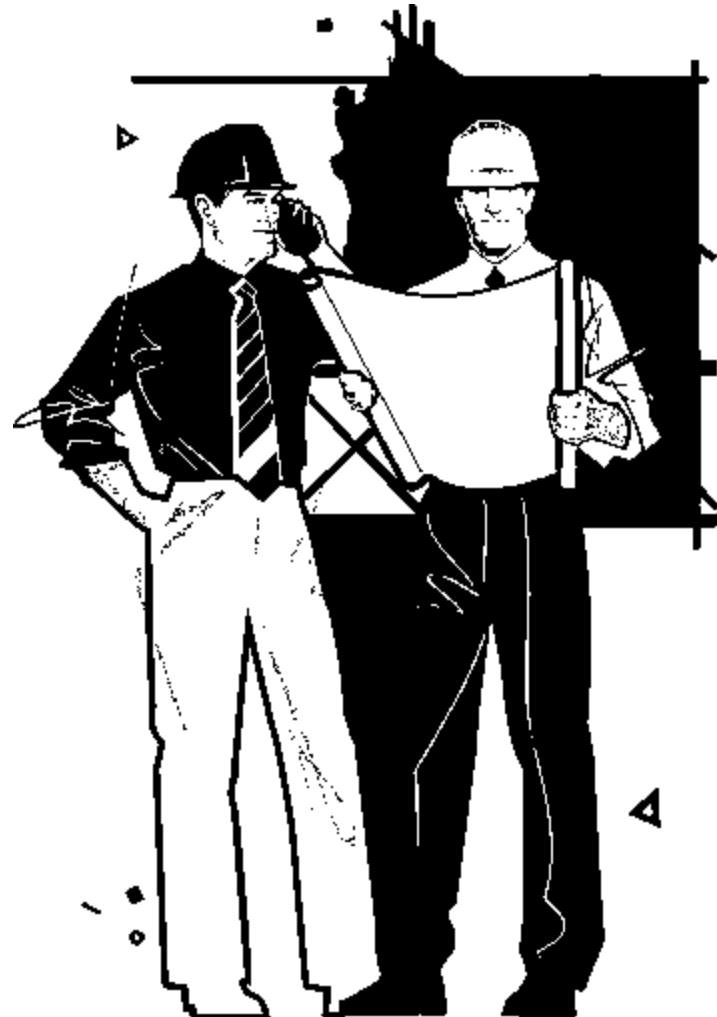
- Safety Professor
 - Analyze
 - Advise
 - Assist
 - Audit





Who is responsible for what?

- Line Managers
 - Responsibility
 - Authority
 - Accountability





Paradigm Shift # 3

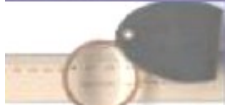
From;



TO;

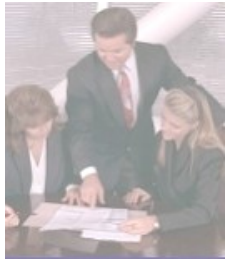
- Reactive Safety, Health and Environmental management

- Proactive Safety Health and Environmental Management





THREE STAGES OF CONTROL



PRE-	CONTACT	POST
<ol style="list-style-type: none"> 1. Planning and leadership 2. Competency, training and communication 3. Job operation analysis and controls 4. Change management 5. Purchasing systems 6. Work rules and operating permits 7. Inspections 8. Occupational health and hygiene systems 9. Personal protective equipment 10. Incident investigation and analysis 11. Emergency preparedness 12. Measurement, monitoring and audits 13. Corrective and preventive action systems 	<ol style="list-style-type: none"> 1. Substituting Alternate Energy forms or less harmful substances 2. Reducing the amount of energy used or released. 3. Placing barricades or barriers between the energy source and the people, property or the environment. 4. Modifying contact surfaces 5. Strengthening the Body or structure 	<ol style="list-style-type: none"> 1. Emergency Response Action Plans 2. First Aid and Medical care 3. Rescue operations 4. Fire and Explosion control 5. Damage control 6. Prompt repairs 7. Ventilation of Air-Polluted areas 8. Cleanup of spills 9. Compensation claims control 10. Liability claims control 11. Salvage and waste control 12. Prompt rehabilitation of injured workers



Paradigm Shift # 4

From;

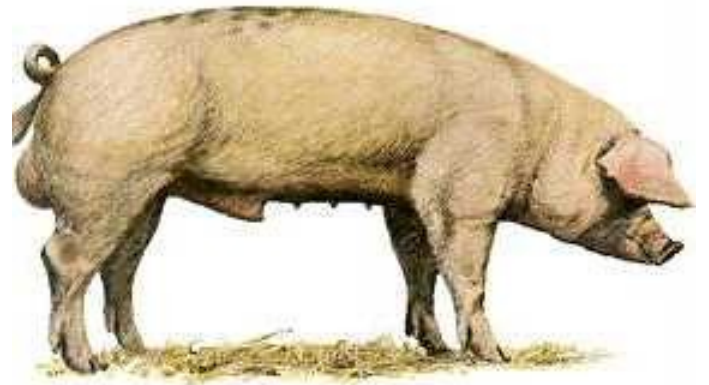
- Glib expression of management commitment to Safety, Health and Environment

TO;

- On-Going demonstration of management initiative, involvement, support, follow-through, and high visibility activities for safety Health and Environment

What's the difference between commitment and involvement ?

The difference between involvement and commitment ?





Paradigm Shift # 5

From;

- Emphasis on employee carelessness



TO;

- Emphasis on Defects in the Management System





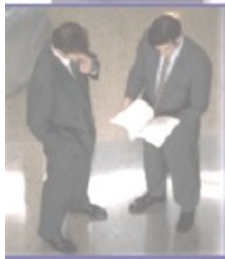
Paradigm Shift # 6

From;

- Authoritative Management

TO;

- Leadership and positive performance management.





Paradigm Shift # 7

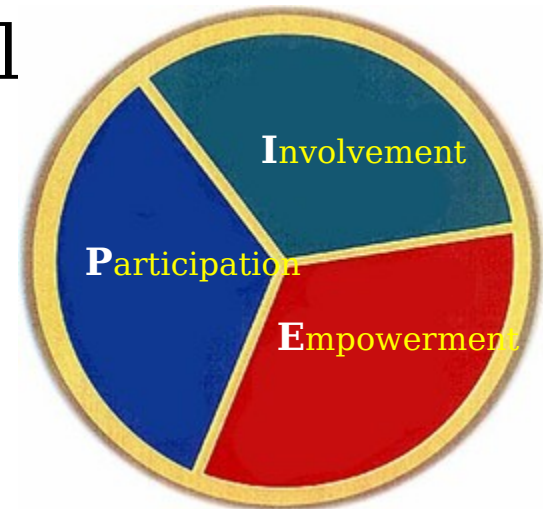
From;

- Supervisor as “BOSS”



TO;

- Supervisor as
Trainer –
Developer –
facilitator – team
1



Workers are hungry for a bigger slice of the P.I.E.



TO;

- Management Vision





Paradigm Shift # 9

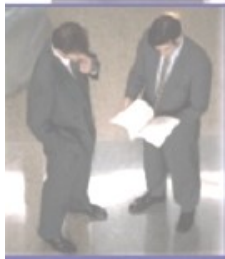
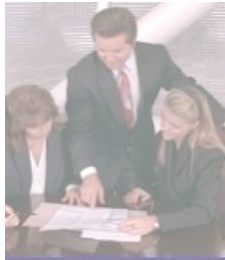
From;



TO;

- Safety Management Myths

- Safety Management Realities

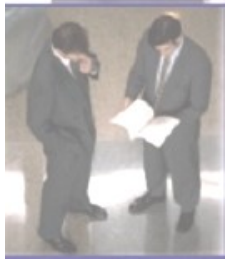




Safety Management Myths

Myth - Unsafe practices and unsafe conditions are the basic causes of accidents

Reality- Unsafe practices and conditions are only symptoms. “Basic causes” are the “personal factors” and “job factors” behind the symptoms... the answers to the question of why the symptoms occurred.





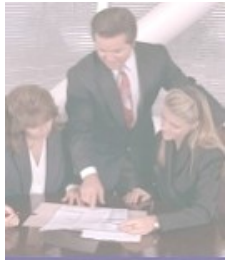
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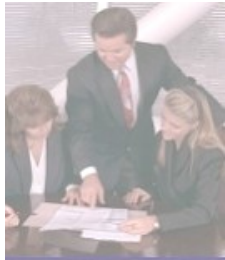
Myths -Injury prevention should be the focus for safety management

Reality-The focus for safety management should be “accidents” (undesired events resulting in harm to people, damage to property, or loss process and harm to the environment) ... and near misses.





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Myth - Injury statistics are the best measurement of safety performance

Reality- Effective measurement of safety performance includes measurements of consequences, measurement of cause and measurement of control.





From;



- Conventional Safety

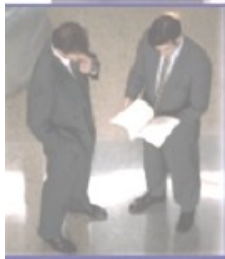
- Total Safety / loss control management leadership





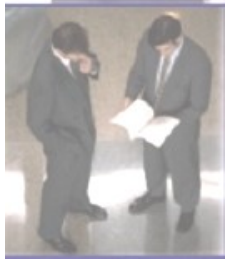
Traditional Safety

- Injury prevention
- Posters and contests
- Personal Protective Equipment
- First Aid
- Emergency Response
- Safety talks
- Job Safety Analysis
- Safety Engineering and Machine guarding
- Inspections
- Accident Investigations





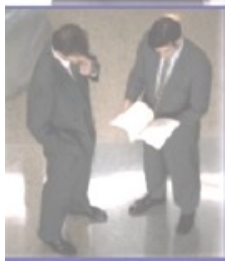
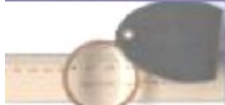
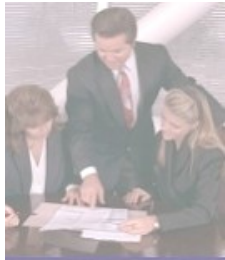
Safety in the 2000s



- Progressive policies, procedures, practices and standards for safety, health and environmental programs
- Modern Safety Management Training
- Hiring and placement practices
- Hazard communication training
- Critical tasks analysis and procedures
- Planned task observations
- Emergency Preparedness
- Effective Employee training
- Occupational illness control
- Near-miss controls
- Purchasing controls
- Engineering controls
- Ergonomics
- Cumulative trauma disorders
- Stress Management
- Wellness programs
- Effective group meetings
- Problem solving teams
- Personal communications such as orientation, proper task instructions, safety tips, planned safety contacts and coaching
- Off-the job and family safety
- Compensation claims control
- Employee assistance programs
- Damage control
- Contractor safety
- Performance measurements
- Auditing of the management system



Summary and Prescription



From - Safety Separatism	To - Integration of a SHE management system
From - The Staff Safety is responsible for safety	To - Line management is responsible for SHE
From - Reactive safety and health management	To - Proactive Safety Management System
From - Glib expression of management commitment to Safety and Health	To - On-going, demonstrable management support
From - Emphasis on employee carelessness	To - Emphasis on Management System failures
From - Authoritative management	To - Leadership & performance management
From - Supervisor as "BOSS"	To - Supervisor as trainer, developer, facilitator, team leader and coach
From - Management Myopia	To - Management Vision
From - Safety management myths	To - Safety Management realities
From -Conventional Safety Management	To -Total loss control management leadership

